

# SCIENCE AND RESEARCH FOR CHANGE

## A LOBBYING HANDBOOK FOR SCIENTISTS



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# **SCIENCE AND RESEARCH FOR CHANGE**

**A LOBBYING HANDBOOK FOR SCIENTISTS**

# Contents

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**“Lobbying is  
a democratic  
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make a difference,  
change laws  
and find real  
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## **Introduction**

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## Lobbying for environmental action based upon science

It would undoubtedly be of benefit to the wider society if the results of all relevant scientific research were applied appropriately in policy making and legislative processes. All too often this is not the case, and policies and laws do not reflect the scientific “state of the art”. It is our hope that scientists who are passionate about conserving our natural heritage and transforming our society with sound scientific knowledge will be amongst the users of this guideline.

Policy and decision-makers are frequently obliged to advance policies that will stimulate economic growth, even if these will result in environmental damage and other unpopular side effects. If credible research findings are fed into relevant policy processes and are able to support clear and persuasive argument, environmental sustainability is likely to be advanced through sound policies.

The term lobbying, as used in this guide, refers to relationship building and information sharing with decision makers in order to persuade them to develop and improve policy and legislation in ways that take scientific results into consideration in appropriate ways. The word originated in the United Kingdom when legislators were approached in the “lobby” or hallway outside the legislative chamber, where members of the general public could approach them and speak to them without being bound by the strict rules of procedure within Parliament.

When applied with integrity and transparency, lobbying can generate better policies and laws, and enhance their application and enforcement. On the other hand, without the contributions of scientists and civil society organisations, public debate would not be fully informed, and many important causes would go unheard. There are thus distinct social benefits to lobbying.

If the public is included in the target audience, lobbying can build public interest to improve people’s lives and their environments. Lobbying offers an opportunity to provide leadership in shaping and sustaining public policies that reflect informed values and priorities, and can advance your cause and build public trust. Lobbying is a democratic tradition where people working together can make a difference, change laws and find real solutions, and is thus a legitimate democratic practice.

BIOTA was a large inter-disciplinary environmental research programme funded by the German Federal Ministry of Education and Research, and implemented in South Africa and Namibia. The programme focused on biodiversity conservation and management in the face of climatic change, and many of its findings are seminal and of great significance to the survival of ecosystems in the arid west, and of the communities that depend on them for their livelihoods.

In the course of implementing BIOTA, implementing partners from Germany, South Africa and Namibia realised that conveying their findings to policy makers in ways that would lead to implementation was a daunting task that called for additional skills. In response to this need, Indigo development & change, on behalf of BIOTA, engaged experienced environmental lobbyist Linden Booth to provide training in lobbying theory and skills for members of the BIOTA team. Following the course, participants and others who had not been able to attend the course requested a concise guide to support them in their efforts to convey the essence of their work to policy makers, and the concept of this guide was born.

This book is based upon the concepts used in the training course offered by Linden Booth, and includes additional material. Linden Booth's "seven step" approach has been tested in practice over a number of years, and in many different settings, and is a robust and highly practical approach to lobbying.

Although this book has been written primarily from a South African perspective, with a focus on national policy and legislation, the tools and methods it proposes are well suited to other countries and processes. It is our hope that this guide will inspire its readers to take action to ensure that society benefits from scientific knowledge, and that a healthy environment can be enjoyed by all.



“Seek First to Understand, Then to be Understood”. This principle will serve the lobbyist well when trying to relate to people in decision-making positions.”



## Purpose of this guide

## Purpose of this guide

The purpose of this guide is to offer step-by-step suggestions for lobbying strategies and activities for scientists and researchers who want to influence policy and decision-makers so as to encourage changes in attitudes and action which are taken to advance environmental conservation and sustainability.

Science and scientific information are acknowledged as vital to the decisions being faced by governments and governmental institutions to address the problems and find solutions in ensuring environmental, political, financial and social sustainability in today's modern societies. As modern technologies and economic growth bring new products and benefits to the burgeoning populations of planet, so too do they contribute to the creation of unprecedented environmental problems, which in turn contribute to the humanitarian crises associated with desertification and cataclysmic weather events.

In recent years the Intergovernmental Panel on Climate Change has redefined the scope and scale of scientific investigation of global environmental issues, and has produced a wealth of information upon which improved environmental governance can be based. It has taken a well-focused lobbying effort to ensure that these scientific findings do, in fact, contribute to improvement. Vested interests in "business as usual" within the oil, coal and motor vehicle industries have lobbied to undermine the fundamental messages of the IPCC. This has emphasised the importance of effective communication between academia, the media and the policy makers.

Poor communication results in frustration on both sides: on the one hand, scientists sometimes have the perception that policy makers decide on policy despite the countervailing evidence of research results; on the other hand, policy makers sometimes complain that scientists fail to make easily understandable recommendations, and that published research results are abstract, obscure to the lay person and not easily translated into concrete actions.

In order to improve communication, scientists and policy makers can learn to work as partners, each recognising that they have a valuable contribution to make. Academics are frequently regarded as living in "ivory towers" far removed from the pressures experienced by lawmakers. On the other hand, legislators are generally not familiar with the methods and findings of science, and possess talents and skills sets that are oriented towards negotiating politically acceptable agreements and compromises. It is thus not only important for scientists to understand the world of the policy makers and the constraints that they face, but also to make their work more accessible and relevant to the legislators.

In his seminal book **The Seven Habits of Highly Effective People**<sup>1</sup>, author Stephen Covey enunciated the principle "Seek First to Understand, Then to be Understood". This principle will serve the lobbyist well when trying to relate to people in decision-making positions. Before trying to persuade anyone of the rightness of one's cause, develop meaningful and insightful relationships with them..

<sup>1</sup> Published by Simon & Schuster UK, 2005, ISBN-13: 9780684858395

**“To lobby  
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## **Intervening in policy processes**

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## Intervening in policy processes

Having credible and practically useful scientific results and information is a prerequisite for any scientist wishing to influence the policy and legislative processes. However, in order to be able to insert this into the political process requires a different knowledge base and skill set.

It is important to understand the processes of government, including how policy is developed, who in the department you should engage with, and the difference between policy and legislation:

A policy document is statement of intent. It sets out the goals and planned activities of the government or agency.

Legislation has to follow policy in order to set out the standards, procedures and principles that must be followed when implementing the policy. Those who do not follow the law derived from the policy may be taken to court (Voices in Action 2001:19).<sup>2</sup>

### Example of a policy statement:

**“The objective of managing the quantity, quality and reliability of the nation’s water resources is to achieve optimum, long-term, environmentally sustainable social and economic benefit for society from their use”. (White Paper on a National Water Policy for South Africa 1998)**

### Example of a legislative statement:

**“The Minister is ultimately responsible to ensure that water is allocated equitably and used beneficially in the public interest, while promoting environmental values”. (National Water Act of 1998)**

There are significant differences between major and minor policy processes. To lobby successfully it is important to correctly identify the policy level at which to intervene, the key processes at work at that level and the appropriate times for intervention.

To achieve your goal you may need to intervene at the major level, for example by working towards amendment of a National White Paper, or you might need to initiate a lesser policy document at a lower level. This may be at regional or local level depending on the issue and at what level the competency to deal with it, is allocated.

**Example: the sustainability of city parks is a municipal competency, so if you wanted a municipal policy to ensure that no alien plants should be planted in municipal parks you would address your lobbying efforts to municipal councillors. On the other hand, national botanical gardens within cities are managed at the national level, and intentions at that level would have to be addressed to the relevant national ministry and/ or department.**

<sup>2</sup> Voices in Action: Policy and Legislation Public Participation Manual developed by the Contact Trust Network for the Making Legislation Work for Biodiversity Conservation Project development workshop, through the IUCN Regional Office Southern Africa, 2001.

How the South African government is structured:

Branches	Legislative	Executive	Administrative	Judicial
<b>Spheres</b>				
<b>National</b>	Parliament/ National Council of the Provinces	President, Ministers, Cabinet	Director General of each Department	Constitutional Court, Appeal Court, Supreme Courts, Magistrates' Courts
<b>Provincial</b>	Provincial Legislature	Provincial Cabinet and MECs	Head of Department	-
<b>Local</b>	Municipal Council	Mayor	Municipal officials	-

Major policy processes: When a new policy is required to direct and guide the governance of a particular issue, the government department concerned and its Ministry will set in motion the process of developing a White Paper. Ideally the lobbyist would try and get his/her issue into the draft policy, often called the Green Paper. Once a Green Paper has been drafted it will become the subject of a public participation process to enable interested parties and experts to contribute their knowledge and views. Written and oral submissions can be made during the public participation process and (if they are accepted as being valid, credible, significant and politically acceptable) elements of the submission may be included in the final version of the White Paper.

Minor policy processes: When smaller policy decisions are required that do not warrant a new White Paper, such as the inclusion or not of maize in the biofuels policy, or the allocation of fishing quotas, then a lower key process follows. There is no blueprint for such processes. In most cases the responsible department will draw up a draft policy and release it for public comment. If your issue is not included in the draft, then the invitation for public comment is the one at which lobbying may be most effective. Once public contributions have been received the departmental officials will consider their options and make a decision to finalize the policy. The final version is likely to have to be approved by the Minister concerned and by the Cabinet.

There are always key moments at which it is best to intervene. A general rule to follow is "the earlier the better", so that the concepts or measures that you are promoting can be integrated into the fundamental architecture of the policy.

Ensure that you are on the databases of the relevant department so that you will receive any public notices, and be in a position to respond or initiate action timeously. In order to participate fully you should register as an interested party. Keep in mind that most changes to policy require resources to be implemented and these have to be approved in the budget. The budget process is an 18 month cycle, and pressure will probably have to be exerted on the right people and in the right places throughout the cycle.

“The learning cycle is a crucial tool to improve our practice and thus the effectiveness of our lobbying efforts.”



## The learning lobbying process

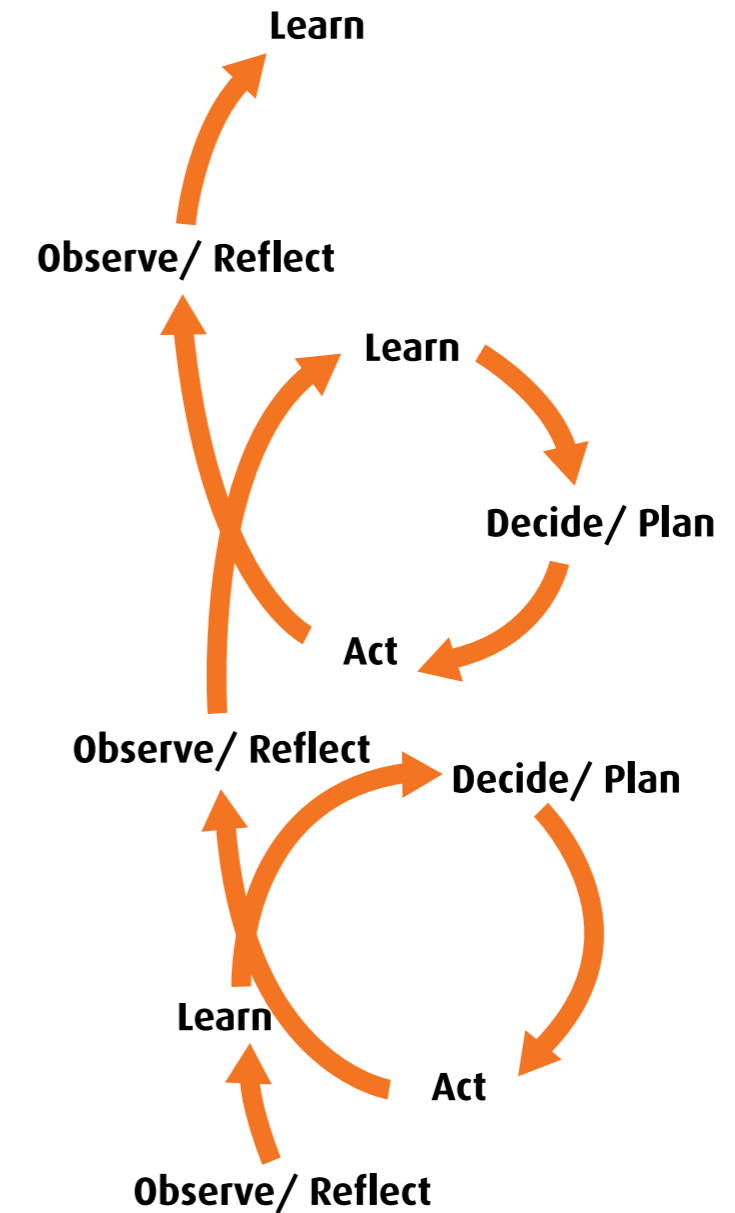
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## The learning lobbying approach

The lobbying approach must be appropriate to the issue you would like to address and aims at giving strategic advice in how you may proceed. Thus this handbook is not a guide to lobbying specifically in parliament, government departments or your local community forum, but is rather designed to be useful to you in all these circumstances when you have identified the most appropriate forum to take your issue forward.

The authors of this handbook recognise that lobbying improves with practice, and that practice can be improved through reflection and learning. To increase the chances of success we suggest that practitioners use an action learning framework in conjunction with the seven steps to lobbying proposed that are presented in the following section of this manual.

This learning cycle will be helpful in conceptualising evaluative processes to improve your lobbying strategies. Decisions about what interventions to make should be based on sound information and reflection on the implications of not only the information, but also the ways in which it can be used in a specific context to achieve a desired change. Inevitably, when the action is taken its results will, at least to some extent, be different from what was expected. Careful observation of the process and its emerging outcomes will provide the lobbyist with rich material for reflection, and when the next steps of the process are planned it will be possible to adjust the strategy to take new learnings into consideration.



The learning cycle focuses on enhancing our learning through observation, reflection and re-planning

In lobbying processes we are constantly learning and gaining new insights, some of which take place at the intuitive level in the course of conversations and interactions. Taking the time on one's own or with one's colleagues to consciously reflect upon the process and emerging outcomes will enable you to capitalise on your successes, and to avoid strategies that are not likely to bear fruit.

It is important to remember that interaction with the policy level is usually of a long term nature, and is based on relationship building and gaining deeper insights into both the mechanics of the policy and legislative processes, but also the more subtle aspects of how decision makers function, learn and respond to information and arguments. Relationships within decision making bodies constantly shift, most notably in response to elections and staffing changes. In this context the learning cycle is a crucial tool to improve our practice and thus the effectiveness of our lobbying efforts.



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linear in nature.”



## The Seven Steps of Lobbying

## THE SEVEN STEPS

5.1 Define the issue

5.2 Identify points of interventions

5.3 Identify decision makers

5.4 Identify tools and actions

5.5 Target your efforts

5.6 Identify skills and resources

5.7 Implement your plan



It is important to note that this guide is not prescriptive or linear in nature. It is meant to prompt your thought processes in order to guide you through a process that enables you to lobby effectively for a specific issue that concerns you. It is crucial to engage in reflection and learning processes within your team or organisation to improve your strategy and achieve the desired lobbying results.

## 5.1 Step One: Define the issue

### Purpose/Objective

To define, frame and package your issue(s) as a 'lobbying goal.'

### Things to think about

Always be 'for' something, rather than 'against' something.

Frame your activities within a broader positive goal.

Take time to do this step carefully as this will be the filter through which decision makers interpret anything you do or say.

Your broader goal should be hard to argue against, for example "To ensure a healthy environment for the people of the area", "To ensure clean and safe water for people to drink", etc.

### Practical Guide/ Actions Required

- Ask what it is you are trying to achieve. Write it down.
- Working with your answer, keep asking the question "Why?" until the answer will be easily understood and uses positive language (see the example below).
- You may need to keep refining your answer through repeatedly asking "Why?"
- Once you have arrived at a broader goal, write down the specific actions or outcomes you want to take to achieve that goal. There may be many different outcomes/ actions. Try to make them as specific as possible (this is often what you would have written down as your first answer above).
- Combine the broader goal and your reason - the "Why" - into a single sentence that clearly states what you are wanting and why.

### Practical Example / Case Study

In an area bordering on a vital and sensitive reserve, landowners are engaged in setting traps to catch and kill leopards that are killing their livestock. The answer to the first question of what we are trying to achieve was:

- To stop landowners killing leopards.
- The problem with this statement is that it does not demonstrate what you are for, only what you are against. Secondly, it is not immediately understood and accepted by all. To help refine the broader positive goal, we kept asking "Why?", and came up with the following evolution of our broader goal:
  - "To conserve leopards in the area"
  - "To conserve the ecosystem in the area"
  - "To conserve the ecosystem to ensure a healthy environment for the people of the area"

The final lobbying statement thus includes the broader mission, followed by the more narrowly focused action goal.

"To conserve the ecosystem to ensure a healthy environment for the people of the area, we need to conserve leopards in the area"

Note: This is your lobbying goal. How conserving leopards contributes to a healthy environment is the argument you will need to make in the bulk of your message. However, you now have a clearly stated motive for why you are getting involved.

## 5.2 Step Two: Identify the different points where a decision could achieve your outcome

### Purpose/Objective

To identify the possible points of intervention to raise your issue(s).

### Things to think about

Lobbying is about getting a decision maker to make the decision you want them to make. Before someone can take an action, they have to have decided to take an action. By focusing on the decisions that need to be made to achieve your goals, it is easier to identify the issues that you will need to grapple with in order for the decision to be made. Sometimes the main decision is dependent on a range of other secondary decisions that get made first or afterwards. For example, a mining company will decide not to mine in a sensitive area if a relevant authority has decided not to give them permission. Secondary decisions that have an effect on your main decision can be voluntary and encouraging, or regulatory and enforcing. Voluntary and encouraging secondary decisions create a reward for the final decision maker. For example, a parent can decide to reward a teenager if that teenager decides to do the family's dirty dishes. Regulatory and enforcing secondary decisions normally have a negative and threatening impact on the final decision maker. Using the same example, a parent can decide to punish a teenager for not doing the family dishes.

### Practical Guide/ Actions Required

- Brainstorm the range of possible decisions that would lead to achieving your goal. If you have multiple outcomes identified in Step One, then you will need to do this for each outcome. Include any other decisions that would influence the main decision maker(s).
- Write down all the primary and secondary decisions, even those that at first seem impossible or silly. At a later stage you will choose those that are possible and practical.

### Case Study

The main decision we want to achieve is:

- Farmers decide not to kill leopards.

Secondary decisions that could influence this main decision include:

- Law makers decide to make it illegal to kill leopards or set traps.
- Enforcement agencies decide to actively prosecute any farmer killing leopards if the law is already in place.
- Enforcement agencies decide to pay farmers for losses that arise from leopard kills.
- Retailers of the farmer's products and meat decide not to buy meat from farmers who kill leopards.
- Retailers decide to pay more for meat from farmers who do not kill leopards.
- Farmers unions decide to have a policy that none of their members should kill leopards.
- Conservation agencies decide to provide farmers with resources to help reduce leopard kills (e.g. Anatolian dogs or sheep collars with bells).
- Conservation organisations decide to use scientific research to convince farmers that leopard survival is a good thing for the productivity of their veld.

If any of these secondary decisions were made, they could have a strong influence on the primary decision that needs to be made by the farmers.



## 5.3 Step Three: Identify the decision maker for each decision, and consider the issue from their perspective

### Purpose/Objective

To identify the decision makers at your points of intervention and decide on how to influence them.

### Things to think about

A decision maker is a person, not an institution or structure. Try to see through the institution to the human being that makes the decision.

Really put yourselves in their place. In most cases when a decision maker makes a decision that you think is stupid or unreasonable, it is because you do not understand their motives or pressures. By understanding their issues, you will understand what arguments you will need to convince them.

### Practical Guide/Actions Required

- For each of the decisions that you listed under Step two, identify who the decision makers are.
- List what you think their issues and perceptions are on the issue. What are they taking into consideration when they make their decision?
- List what other pressures and influences they may be under. How is their ability to make a decision being limited by other players or circumstances? It is no use asking a decision maker to make a decision that they are unable to make.
- As a scientist, think about what research exists or would need to be undertaken to provide further guidance on the issue to the decision maker.

### Case Study

Going through the list of decisions that were possible for the previous exercise, we listed the decision makers and their issues. Two examples are included here:

1. Farmers decide not to kill leopards - The eleven farmers in this case are fourth generation farmers. It was acknowledged that within the group there were multiple decision makers who may have different issues and priorities. Some of their issues could be:
  - The loss of money from stock losses.
  - Ongoing relationship with conservation agencies which may historically be conflictual and distrustful.
  - Concerns around the ongoing productivity of their farms.
  - As the area is a growing eco-tourism area, publicity in the press could be bad for business if it projects an anti-conservation image.
2. Enforcement agencies decide to actively prosecute any farmer killing leopards if the law is already in place. The decision makers could be the people at the top of the organisations in the offices or the actual field ranges in the area. Some of their issues could be:
  - Concern about the ongoing survival of the leopards.
  - No capacity or practical way to patrol farms.
  - No support from their political bosses to take actions that might antagonise the farming community.
  - Concern about damaging relationships that could impact on other anti-crime projects in the community.

## 5.4 Step Four: Identify the tools and actions that you could use for each of your points of decision

### Purpose/Objective

To identify appropriate tools, methods and actions for your lobbying strategy.

### Things to think about

Each decision making point will present opportunities to use different tools and actions. Where possible, always use voluntary persuasion tools and actions that build, rather than destroy relationships. Different groups have different 'power' in lobbying. Understand your 'power' as a scientist. Why would a decision maker listen to you versus a business man or community group? What is it that you have to offer?

### Practical Guide/Actions Required

- List all the potential tools, both voluntary and persuasive, and negative and regulatory, so that you have a complete range of options to choose your strategy from.
- Look at the list of tools and actions in the box below, and feel free to add any creative ideas you can think of.
- For each outcome, look at the tools or actions that might be most effective if you were to get the decision makers to make the decisions you want made. Remember, at this stage you are still brainstorming.
- As a scientist, think about how you use your particular 'power' most effectively.

### Examples of lobbying tools and actions

- Websites
- Phone calls
- Offering research support
- Personal visits
- Presentations at meetings
- Public hearings
- Legal action
- Written submissions
- Adverts, posters, billboards, etc
- Informative newsletters
- Media campaigns including letters, radio interviews, TV programming, etc.
- Boycott campaigns
- Petitions
- Sit-in
- Marches, demonstrations, etc
- Support
- Graffiti
- Flyers
- Speeches
- Workshops
- Movies, plays, art, song and dance
- SMS campaign
- Networks
- Scientific papers
- Popular articles
- Support group
- Strikes

**Case Study**

Continuing with the two examples from previous steps, these were some of the tools we thought of:

1. Farmers decide not to kill leopards - Some tools and actions suggested taking into account their issues identified in the previous step:
  - Provide support to farmers on other methods of controlling predation and limiting their financial losses - Anatolian dogs, collars, etc.
  - Use an aggressive media campaign accusing the farmers of being leopard killers to create public pressure.
  - Have a meeting with farmers to show them research that shows that leopards control the numbers of smaller predators that do the most damage to livestock.
  
2. Enforcement agencies decide to actively prosecute any farmer killing leopards if the law is already in place. Some tools and actions suggested:
  - Take the agencies to court for not fulfilling their legal mandate.
  - Share research on the impact of leopard deaths on the general environment.
  - Start an aggressive media campaign accusing the agencies of being indirectly responsible for the deaths of leopard so as to create public pressure.
  - Have a workshop with the officials to identify their issues and problems relating to implementing the laws.



## 5.5 Step Five: Choose the points of leverage where you want to target your efforts

### Purpose/Objective

To prioritise intervention points to maximise lobbying outcomes.

### Things to Think About

Take into account the short and long term impacts on your relationship with the decision makers. Bad relationships make future lobbying very difficult, whereas cooperative relationships make lobbying far more effective. Even if you disagree with a decision maker, creating space for ongoing discussion can be important over time. Only destroy a relationship as a last resort. You will need to create a balance between the impact of a successful intervention at a specific decision point against the cost, chance of success and your ability to carry out the required actions.

### Practical Guide/Actions Required

- Go through all the various points of decision, assess the decision makers responsible and the tools that you could use in your interaction with them. Choose the tools that are accessible and practical, will have the maximum affect and are within your means.
- Once you have identified the key decision points, decide on the nature of your strategy for each point, based on the range of tools that make sense for you.

### Case Study

Having decided to focus directly on the farmers as the decision making point, the following decisions were made with regard to each possible tool:

- Provide support to farmers on other methods of controlling predation and limiting their losses - Anatolian dogs, collars, etc. This tool was prioritised as it built relationships with the farmers, which would be necessary for the long term survival of leopards. Partnerships would need to be made with conservation organisations and NGO's to provide the material support, while scientists could provide relevant research.
- Use an aggressive media campaign accusing the farmers of being leopard killers to create public pressure. This approach was to be avoided at all costs as it alienated the key decision maker and did not have a high probability of success, especially in the long term.
- Have a meeting with farmers to show them research that shows that leopards control the amount of smaller predators that do the most damage. This tool was supported as it would support the other campaign actions, and build relationships. It would also provide a platform to address the concerns of the farmers.

## 5.6 Step Six: Identify the skills and resources you need for each of your tools

### Purpose/Objective

To apply the appropriate skills and resources to maximise success.

### Things to think about

One of the greatest skills for any lobbying work is the ability to build relationships with decision makers. Here are some ideas aimed at developing this skill:

- Provide accurate and truthful information.
- Recognise what the person you are lobbying has done or achieved that has had a positive outcome - both for themselves and for others. Let them know that you value these achievements.
- See where you can help with issues that they prioritise.
- Keep them up to date with any new information or changes.
- Follow up - always call or email them after a meeting or event to acknowledge their participation.
- When phoning, always ask if it is a good time for them to talk before getting into the business of your call.
- Try to understand things from their perspective. Put yourself in their shoes.

What political representatives want to know (keep in mind that the following are useful for politicians):

- Short focused information
- Evidence of how your issue affects their voters
- Evidence of the breadth of support for your cause
- High profile endorsements
- What they can do for you

Some other skills and habits to develop for lobbying:

- Intervene early rather than later.
- Be prepared.
- Offer decision makers choices rather than a single solution.
- Be clear and simple.
- Do not use language, terminology or a style that could alienate or confuse people.
- Provide solutions and not just problems or complaints.
- Acknowledge when you do not have all the answers.
- Show that you understand the other person's point of view, and have given it consideration.
- Try to avoid emotional manipulation, mud-slinging and personal attacks.



### Practical Guide/Actions Required

- Once you have decided on the approach you are going to adopt, you need to identify the skills and resources you will need.
- Go through the tools you have chosen, and list the resources you will need, including any skills that you may need to develop, or find partners for.

### Case Study

Provide support to farmers on other methods of controlling predation and limiting their losses - Anatolian dogs, collars, etc. Hold a meeting with farmers to share with them research that shows that leopards control the number of smaller predators that do the most damage.

Resources and skills needed: Research on success of predator control methods, links to NGOs and agencies to share the work, financial support for materials and techniques, negotiation skills, workshop facilitation, and a transport budget. This work would likely need a project manager, so good links to NGOs and agencies are vital.

## 5.7 Step Seven: Implement your plan, with provision made for constant monitoring, evaluation and change

### Purpose/Objective

To successfully implement your lobbying strategy.

### Things to think about

Your decision maker's priorities and issues will change over time. As individuals come and go, or the political and natural environment changes, you will need to constantly adapt your plan.

Start with what you have and what you can do. Don't let the bigger picture scare you, and prevent you from starting over if need be.

### Practical Guide/Actions Required

- Implementing your plan.
- If necessary, go out and find the funding and resources you need. Share the vision with other role-players in your organisation and networks. Get others to collaborate,
- Where a lack of information exists, go out and do, or commission the necessary research. Put in place regular evaluation meetings to note changes and developments in relationships, and how this will impact on your work.

After each action, refer to the questions in the action learning cycle to think about and improve your strategy. To re-cap, the action learning cycle asks questions such as:

- What significant things happened when we acted?
- Describe the events - who was involved, what did they do?
- What picture emerges? How do we feel?
- Why did it happen like this?
- What helped and what hindered our actions?
- What did we expect to happen and how close were we?
- What assumptions did we make? What really struck us?
- Are there other experiences or theories that might help us look at this differently?
- If we had to start again what would we do differently?
- What did we learn? What new insights do we have?
- What was confirmed? What new questions have emerged?
- Learning from our first plan, what are we going to do differently this time?
- What do we have to let go of, change, or stop doing?
- How will we ensure we do not repeat the same mistakes, and do better?

Don't indulge in self-flagellation when doing this assessment! Know that getting involved is a first positive step and that over time over action will make a difference.

**“Communication  
is at the heart of  
all lobbying.”**



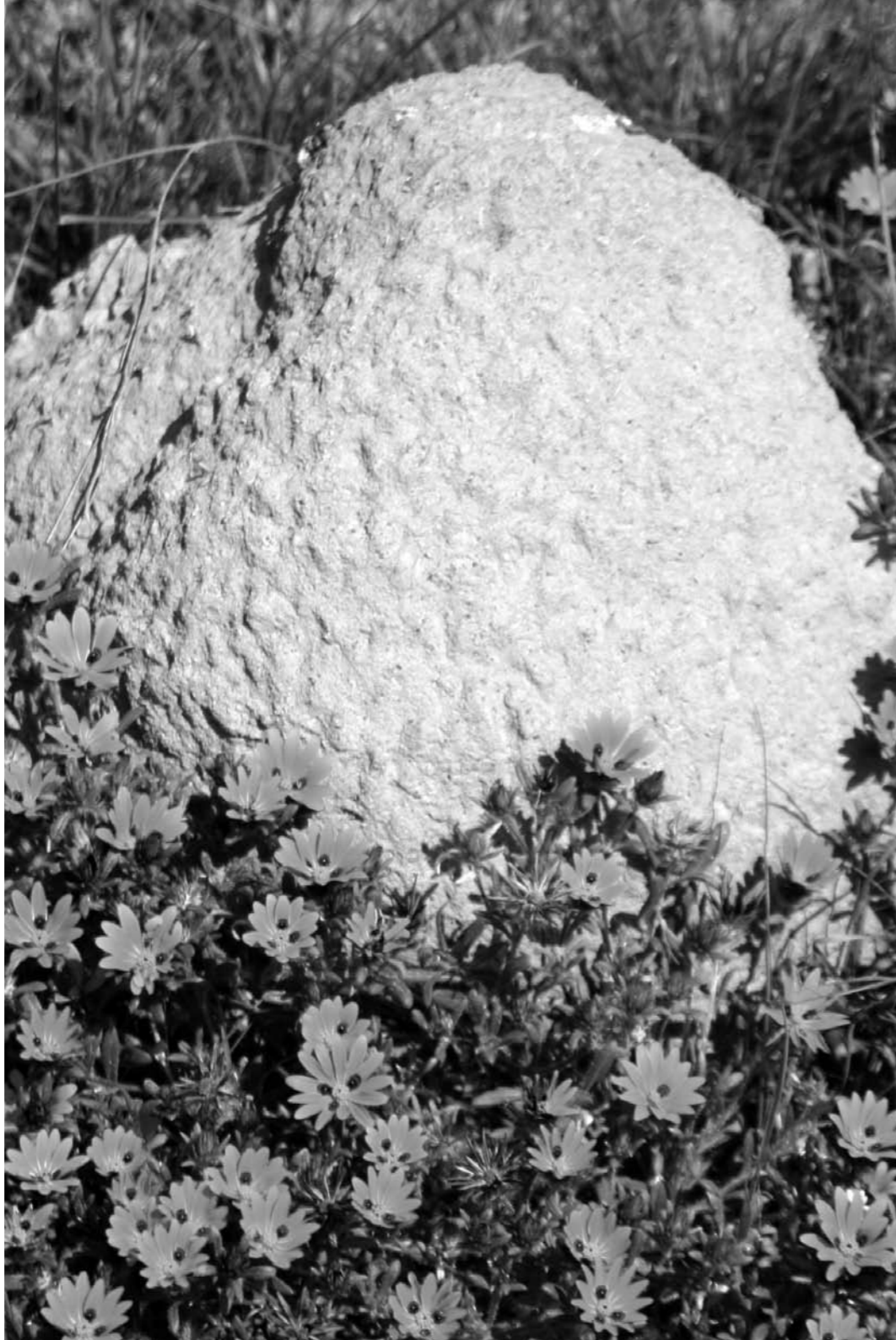
## **Top tips for lobbying**

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- Communication is at the heart of all lobbying. You must know who you are, what you stand for, and why others should support your campaign.
- Tell stories - translate your information into something that is understandable to the general public and decision makers.
- Build networks and coalitions - you probably can't do it all yourself.
- Start early - even before the issue has come up on the agendas of the policy makers.
- Prepare for opposition - think about your target audience and how the decision maker can benefit from agreeing with you. Include this in your argument.
- Use lobbying only for important issues that will improve people's lives, and be very sure of your position is the correct one before you start lobbying
- Preparation and determination are key to succeeding.

“It is our hope that this guide will inspire its readers to take action to ensure that society benefits from scientific knowledge, and that a healthy environment can be enjoyed by all.”



## List of lobbying resources

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## List of lobbying resources

This guide draws heavily on the resources provided in the first five publications below. We hereby acknowledge our indebtedness:

1. Advocacy and Lobbying Manual. © Secretariat of the African Decade of Persons with Disabilities, Lindblom/Nylund 2006

Accessed at [www.africandecade.org](http://www.africandecade.org) on 11 March 2010.

2. Avner, M and H. Amherst (no date) The Lobbying and Advocacy Handbook for Non-Profit Organizations: Shaping Public Policy at the State and Local Level. Wilder Foundation

Accessed at [www.amazon.com](http://www.amazon.com) on 11 March 2010.

3. Boulle, J and D Newton. 2006. The Campaign Toolkit for Civil Society Organisations engaged in the Millennium Development Goals. CIVICUS World Alliance for Citizen Participation and Millennium Goals Campaign Office.

4. IDASA. 2006. Advocacy and Communication. Handbook series for community-based organisations. Accessed at [www.idasa.org.za](http://www.idasa.org.za) on 11 March 2010.

5. Voices in Action: Policy and Legislation Public Participation Manual developed by the Contact Trust Network for the Making Legislation Work for Biodiversity Conservation Project development workshop, through the IUCN Regional Office Southern Africa, 2001.

Additional lobbying and advocacy information accessed on 11 March 2010 at the following sites:

[www.ngopulse.org](http://www.ngopulse.org)

[www.cansa.org.za](http://www.cansa.org.za)

[www.aln.org.za](http://www.aln.org.za) (AIDS legal network)

[www.genderlinks.org.za](http://www.genderlinks.org.za) SADC Gender Protocol











